



Departmental Business Plan and Outlook

Department Name: International Trade Consortium

Fiscal Years:

October 1, 2005 – September 30, 2006

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October 1, 2006 – September 30, 2007

Plan Date: November 18, 2005

Approved by:

A handwritten signature in black ink, appearing to read "M. Gonzalez", written over a horizontal line.

Manny J. Gonzalez, Department Director

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Bill Johnson, Assistant County Manager

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Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas

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INTRODUCTION

Department Purpose/Mission Statement

"The Jay Malina International Trade Consortium of Miami-Dade, as Miami-Dade County's official public/private partnership, advocates, promotes and supports the development of this County as the premier hemispheric platform for two-way trade with the rest of the world."

Department Description

Since its creation in November 2002, the ITC functions as Miami-Dade County's official agency for two-way trade between Miami-Dade County and the rest of the world.

The primary services/ programs of the ITC are:

1. Organizing and leading trade missions; coordinating incoming and outgoing trade missions; developing and executing agendas for incoming missions; accompanying Aviation Department staff on airline route development presentations.
2. Liaising with trade offices, chambers of commerce and other organizations.
3. Providing Protocol for visiting dignitaries seeking to further trade relations with Miami-Dade County
4. Providing technical expertise and support for small and minority business that show potential for growth (Incubator/ Facilitation office)
5. Developing and recommending trade policy issues; staffing the ITC and Sister Cities Board of Directors; representing Miami-Dade County at Free Trade Area of the Americas (FTAA).
6. Administering and coordinating conferences and events related to the Sister Cities Program; serving as liaison between the County, the Sister Cities, and Consular Corps.

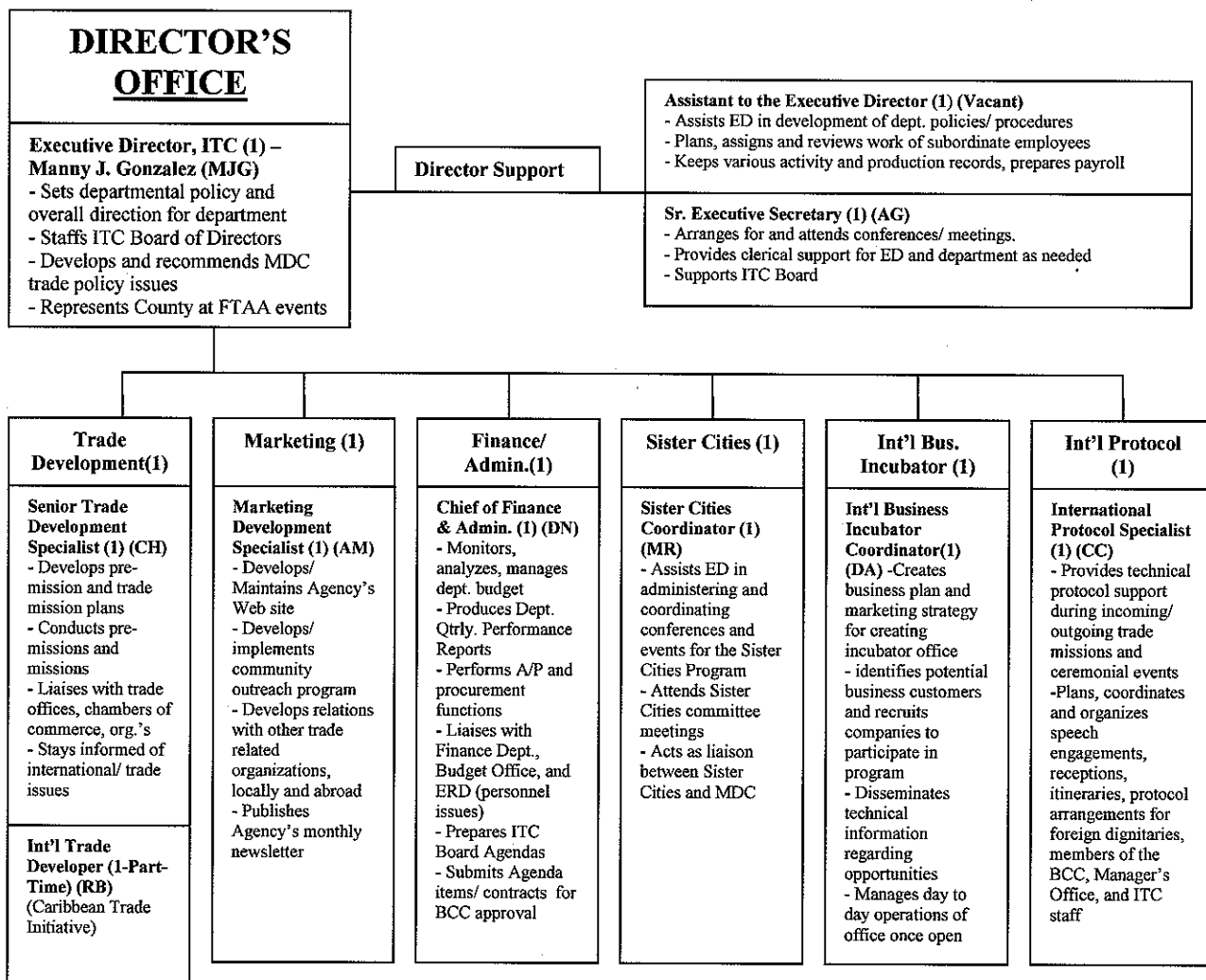
New for 2005-2006:

The ITC anticipates opening up its business incubator office in early 2006. The office will target international trade and trade-related companies and provide them with assistance and support to increase the level of trade they conduct with and through Miami-Dade County.

Also new for 2005-2006, the Department will create a new program to target trade opportunities with the African continent – African Trade Initiative.

Finally, a new Foreign Marketing Initiative will be implemented to establish a presence in a country abroad to better market the advantages of conducting trade with and through Miami-Dade County.

Organization and Staffing Issues



MAJOR PROGRAMS AND CHANGES IN STAFFING LEVELS AND ORGANIZATION FROM THE PRIOR YEAR

One new positions will be added to the department in 2005-2006; International Trade Developer. The department has received funding to hire a full-time Trade Developer mid-way through the fiscal year to carry out a new African Trade Initiative Program. This new employee will focus on trade initiatives as they relate to Africa and will organize one additional trade mission to Africa in the latter part of FY 05-06.

Staffing Levels

Functional Unit	FY 04-05 Budget (Prior Year)	FY 05-06 Budget (Current Year)
International Trade Consortium (full time)	8	9
Sister Sities (full time)	1	1
International Trade Consortium (*part-time)	*1	*1
Total	9	10

Fiscal Environment

Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Total Annual Budget		
	Prior FYE 9/30/05 Actual	Current FYE 9/30/06 Budget	Projection as of
Revenues			
Aviation Dept.	350	350	
Seaport	295	295	
General Fund	362	693	
Carry Over	0	105	
Total	1,007	1,443	
Expense			
Personnel	535	746	
Operating	470	692	
Capital	2	5	
Total	1,007	1,443	

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY ____ Beginning Year Actual	Prior FY ____ Year- end Actual (Est.)	Current FY ____ Year-end Budget
	N/A	N/A	N/A
Total			

Business Environment

Insert summary of department business environment here, including customers served, major customer service trends, regulatory environment, and changes in business practices, effects of privatization, if any, and how customer feedback was used to improve performance, if applicable.

The ITC caters to a wide array of customers including local and foreign chambers of commerce, local and foreign trade offices located in Miami-Dade County, Miami-Dade County businesses that conduct trade through Miami-Dade County and ITC Board members. ITC constituents also include non-Miami-Dade County based businesses that use County infrastructure, mainly the Airport and Seaport, to conduct international trade through.

The international business environment has occasionally been subject to uncontrollable events that have impeded international travel and the ability to conduct business overseas. For example, a recent trade mission to the Caribbean was postponed due to a hurricane. Additionally, geopolitical events such as war and terrorism have in the past, and may in the future, alter the Department's plans and programs.

Miami-Dade County is also experiencing increased competition as the hemispheric "Gateway to the Americas" from cities such as Atlanta and Houston. Atlanta, for example is directly competing with Miami-Dade to become the Permanent Secretariat of the Free Trade Area of the Americas (FTAA).

Another challenge that the ITC and Miami-Dade County face is a recent trend in the impediment of incoming trade missions due to new visa restrictions imposed by national security and airport regulations. This issue was brought to our attention by some of our customers – ITC Board members and trade commissioners.

Customer feedback provided by trade constituents, such as for the visa issue above, can be channeled through the ITC, which can in turn advocate for change to policy makers.

Customer Feedback Plan

Insert a summary of your Department's Customer Feedback Plan for the current fiscal year and future fiscal year. Include customer groups you intend to get feedback from, the purpose of each effort, intended implementation of results, and tentative project completion dates.

The Department will initiate a customer feedback plan in the next year. It will solicit feedback from various focus groups in order to identify service areas that can be improved. Specific areas that are deemed to have the most impact on increasing trade will then be targeted for improvement or change. Some potential focus target customer groups for the ITC will be small to medium-sized businesses that currently conduct or are interested in conducting trade through Miami-Dade County and foreign trade consulates/ offices that are located in Miami-Dade County.

Critical Success Factors

Insert discussion of critical success factors here. This should include ability of the Department to accomplish their business plans, concerns about future and pending incorporation and annexations on ability to provide services.

- Given the ITC's short existence, it is critical for the Department to increase its name recognition and general awareness of the services it has to offer within the Miami-Dade County business community. Consistent with its new top priority for 04'-05', outreach, the ITC plans to build an increased presence through a consistent distribution of periodic newsletters; the development, coordination, and maintenance of a functional and informative Website and Calendar of Events; through greater sponsorship of and participation in trade-related events; through an increased distribution of informational trade data and literature; and through increased advertisement.
- Most new international trade is based on successful relationships. Therefore, it is essential for the ITC to establish new relationships with foreign trade organizations and with other cities in the world that have potential for conducting trade with and through Miami-Dade County. It is also important for the Department to build on relationships that have been established in past trade missions that the ITC has been involved in and to build on relationships that have been developed through Sister Cities Agreements.
- Successful recruitment of participants to partake in missions and the ability to successfully match businesses in Miami-Dade County with their business counterparts is highly dependant on a functional trade database for matchmaking.
- In the short term the Department is not overly concerned about future and pending incorporation and annexations and their affect on its ability to provide services. However, in the long run with more municipalities vying for their specific trade interests, there will be increased competition.
- The Department is capable of accomplishing strategic plan objectives within existing resources. However, any significant reduction of resources would make it more difficult to do so as the department is relatively small in size.

Future Outlook

Insert brief discussion here of future year tasks/activities/programs required to achieve Strategic Plan goals and outcomes.

In addition to the Strategic plan objectives addressed in the above ITC business plan; the Department plans to pursue other activities, which would support its efforts of achieving its objectives in future years.

The ITC would like to generate additional revenues by conducting fundraisers. Proceeds from these fundraisers would directly be used in future projects and programs that would support both County and Departmental objectives of increasing international trade.

Finally, the ITC will look for additional funding sources, including from the Federal and State agencies, to expand its programs which would lead to creation of additional jobs for Miami-Dade County.

THE PLAN

Overview

Our FY 2004 – 05 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision of "delivering excellence every day"* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "*delivering excellent public services that address our community's needs and enhance our quality of life*".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives (may include activities and tasks)* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community.

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2005.

Department-related Strategic Plan Goals:

- Goal ED1: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas

Department-related Strategic Plan Priority Outcomes:

- Outcome ED 1-4: Increased international commerce
- Outcome ED 1-6: Greater cultural appeal of Miami-Dade County for businesses
- Outcome ED 1-8: Enhanced public reporting regarding funded activities

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Fiscal Years: 2004/2005 – 2005/2006

GOAL: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas

OUTCOME(S): Increased international commerce	KEY PERFORMANCE INDICATORS					OWNERSHIP
	DESCRIPTION	ACTUAL FY 05	TARGETS			
			FY 06	FY 07		
	20% increase in international cargo tonnage over 4 years					
DEPARTMENTAL PERFORMANCE INDICATORS						
Programs/Initiatives and Associated Highlights: Trade Missions Enhance trade missions and business opportunities <ul style="list-style-type: none">Support Aviation Department's initiative of increasing air passenger and route development through MIA.Sponsor and support third-party trade missions through Department's Third-Party Missions Program.Organize and lead trade missions abroad.Promote Miami-Dade County to other North American cities as platform to conduct trade with Latin America.Conduct business matchmaking sessions/meetings	Conduct Aviation Dept. Airport Route Development Missions Conduct Airport briefings in conjunction with Aviation Dept. Conduct ITC-led trade missions Support/ Fund outgoing third-party missions Support/ Fund incoming third-party missions Conduct mission to other North American City Facilitate business matchmaking sessions	3 5 2 5 5 1 4	3 5 4 4 5 1 4	3 5 4 4 5 1 4	Director, ITC Trade Developers Chief of Finance & Admin.	
Related Strategies: <ul style="list-style-type: none">Enhance and maintain the physical infrastructure to facilitate increased cargo movements through our ports (Coordinate with Transportation Strategic Area)Coordinate with Airport and Seaport to promote international commerce through Sister Cities programs, etc.Coordinate promotional strategies for Miami-Dade County with the Beacon CouncilProvide incentives to businesses to pursue international commerce						

GOAL: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas

OUTCOME(S): Greater cultural appeal of Miami-Dade County for businesses	KEY PERFORMANCE INDICATORS					OWNERSHIP
	DESCRIPTION	ACTUAL FY 05	TARGETS			
			FY 06	FY 07		
	<ul style="list-style-type: none">80% of businesses rating Miami-Dade County as a culturally attractive area within 3 years					
DEPARTMENTAL PERFORMANCE INDICATORS						
Programs/Initiatives and Associated Highlights: Sister Cities and other support						
<u>Create and build on Sister Cities relationships through business and cultural exchange programs and through interaction at internationally attended events</u> <ul style="list-style-type: none">Develop Sister Cities relationshipsPromote cultural diversity through cultural exchange (such as through the arts)Promote and support educational conferences and scholarships	Undertake mission to Sister City Community Develop new Sister Cities relationship Receive Sister Cities incoming delegations Participate in Sister Cities conferences Participate in international art-related activities Award scholarships Staff/ Conduct Sister Cities Coordinating Council meetings Support/ Staff Inter-American Conference of Mayors Conduct/ Develop seminar	1 1 2 1 1 1 6 1 0	1 1 1 1 1 2 6 1 1	1 1 1 1 1 2 6 1 1	1 1 1 1 1 2 6 1 1	Director, ITC Assistant to the Director Sister Cities Coordinator
Related Strategies:	<ul style="list-style-type: none">Create a capacity to attract national and international recreational and cultural eventsIdentify and promote cultural and recreational events and programs that make an area attractive to businesses					

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GOAL: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas

OUTCOME(S): Enhanced public reporting regarding funded activities/ organizations empowered with the technical and management capacity to succeed	KEY PERFORMANCE INDICATORS					OWNERSHIP
	DESCRIPTION	ACTUAL FY 05	TARGETS			
			FY 06	FY 07		
▪ 100% of programs with published evaluation systems within 3 years						
DEPARTMENTAL PERFORMANCE INDICATORS						
Programs/Initiatives and Associated Highlights: Outreach Enhance awareness, educate, and provide information to the community at large of <u>Miami-Dade County's strength as center for trade and of ITC's central role, programs, services, and events & activities</u> ▪ Increase the production and distribution of information (printed and electronic) regarding Miami-Dade County's attributes as a center for trade ▪ Expand public awareness of ITC's role as a catalyst in increasing international trade ▪ Enhance support for and increase ITC presence at trade-related events and activities ▪ Support the growth of local businesses engaged or interested in engaging in international trade ▪ Provide international protocol	Publish trade statistical guide Publish/ distribute ITC Newsletter Sponsor/ participate in trade-related events/ conferences Handle protocol assignments Perform monthly updates of Website & Calendar of Events Maintain trade database Develop trade workshop Publish Annual Report Conduct/ administer FIU Madrid Center Grant Facilitate/ train/ support existing and start-up businesses to increase international trade (Incubator Office) Conduct ITC Board of Directors meetings Conduct ITC Committee Meetings Conduct ITC Board Strategic Goals Retreat	1 11 18 15 12 1 2 1 1 1 0 5 10 1	1 10 10 15 12 1 1 1 1 5 5 10 1	1 10 12 15 12 1 2 1 1 1 7 5 10 1	Director, ITC Marketing Specialist Trade Developers Chief of Finance & Admin. Sister Cities Coordinator Assistant to the Director Int'l Business Incubator Coord. International Protocol Specialist	
Related Strategies: ▪ Improve communication to the public regarding all economic development target area/focus are programs ▪ Strengthen performance standards and monitoring for funded activities ▪ Promote the availability of education, training and technical assistance programs for business organizations ▪ Provide regular, ongoing workshops throughout the community						